



Trauma Informed Framework

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Trauma Informed Framework

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Acknowledgement of Country

Mission Australia acknowledges the traditional custodians of this Country, and we pay our respects to the Elders past and present for they hold the memories, the culture and dreams of the Aboriginal and Torres Strait Islander people.

We recognise Aboriginal and Torres Strait Islander peoples as Australia's first peoples and respect their cultural heritage, beliefs and continual relationship with the land, and we acknowledge the importance of the young people who are our future leaders.



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If you have any feedback on either this Framework or the accompanying tools and resources, please email us at: traumainformedpractice@missionaustralia.com.au

Mission Australia's Statement of Commitment

Inspired by Jesus Christ, Mission Australia exists to meet human need and to spread the knowledge and the love of God (Founding Purpose.) Mission Australia is committed to being a trauma-informed organisation because it is an important part of how we uphold our Founding Purpose. We support those in our society and in our organisation with experiences of trauma and aim to take a relational and person-led approach to everything we do.

Mission Australia recognises the widespread impact of trauma on those who interact with our organisation and commits to creating and maintaining an environment where all individuals feel safe, respected and supported. This Statement affirms our dedication to implement the trauma-informed principles and commitments throughout our organisational culture, practices and policies.



Figure 1. Trauma Informed Principles and Commitments

COMMITMENT:

1. We strive to ensure physical, psychological and cultural safety for everyone who interacts with our organisation. This includes creating spaces that are secure, accessible and inclusive and interactions that promote a sense of well-being.
2. We commit to transparency in relevant decision-making processes, ensuring that intentions and actions are clearly communicated, to build and maintain trust among all stakeholders.
3. We respect and affirm people's individual rights to make choices and control their recovery journey, where able and appropriate.
4. We prioritise power sharing and decision-making that emphasise the importance of true partnership and, where appropriate, leveling of power differences between workers and service users, and among organisational staff.
5. Our organisation fosters an environment where individuals feel empowered and have a voice in their own care and recovery.
6. We acknowledge the importance of diversity, including the recognition of culture, spirituality, race, disability and accessibility, gender, sexuality and age, and the need to move past stereotypes and biases.

By endorsing this Statement of Commitment, Mission Australia demonstrates its commitment to fostering a safe, supportive and effective environment for everyone who interacts with us. This statement reflects our ongoing commitment to learning, improving and leading in trauma-informed care.



Sharon Callister
CEO

Overview

Background & Purpose

Trauma is acknowledged as a significant, worldwide public health issue, with the Australian Institute of Health and Welfare estimating that 75% of the Australian adult population has experienced at least one traumatic event at some point in their life. Trauma exposure increases the risk of a wide range of vulnerabilities, among many others: mental health problems like post-traumatic stress disorder, depression and generalised anxiety; substance abuse; physical health problems; interpersonal struggles; and suicidality.ⁱ Further, specific vulnerabilities or life factors such as low socioeconomic status, being homeless, or the experience of disability places individuals at an increased risk of experiencing trauma. These widespread and damaging effects of trauma on individuals, families and communities have made it crucial for organisations to operate in a trauma-informed way.



Organisations which offer support specifically to people experiencing disadvantage have particular responsibilities. As human services systems can cause unintentional yet extensive re-traumatisation, such organisations must ensure their services are designed and resourced to meet their users' trauma characteristics. Also, workers in the community services sector, especially but not exclusively frontline workers, are more likely to have

experienced trauma themselves and/or to be exposed to potentially retraumatising conditions through their work, which can generate psychosocial risks.ⁱⁱ

Evidence shows that organisations that recognise, acknowledge and address the experience of trauma, by both service users and staff, have better outcomes.ⁱⁱⁱ Research demonstrates that implementation of trauma-informed practices in organisations leads to:

- improved mental and emotional well-being of service users^{iv} and improved service user outcomes;^v
- increased effectiveness of service delivery, enhanced accessibility to services and increased quality of services;^{vi} and
- reduction in worker burnout and secondary traumatic stress.^{vii}

For an organisation to be effectively trauma informed, the entire workforce must be aware of adversity, trauma and psychosocial risks, and learn skills to prevent and mitigate against their impacts.

To this purpose, Mission Australia has developed this Trauma Informed (TI) Framework underpinned by a competency-based implementation approach, that is designed to support the development of trauma-informed knowledge and skills in the workforce. The

use of competencies will standardise the knowledge, skills and attitudes required of staff to work in a trauma-informed manner.

Guided by Blue Knot Foundation’s *Practice Guidelines for Treatment of Complex Trauma and Trauma-informed Care Service Delivery*, this TI Framework is an enterprise-wide resource which aims to:

- embed trauma-informed principles, to underpin Mission Australia’s commitment to being a trauma-informed organisation;
- support staff to develop consistent proficiency, shared language and a coordinated approach for trauma-informed care by setting out the trauma informed competencies required; and
- encourage trauma-informed leadership practices that drive and sustain a workplace culture which prevents and protects staff from the effects of compassion fatigue, vicarious trauma and burnout.

This TI Framework has been designed to complement and inform existing frameworks, practice guidance and organisational strategic initiatives.

Shared Language

Developing a shared language is crucial in implementing a trauma-informed approach and can have a powerful impact on those around us. People who have experienced trauma and adversity are often misunderstood and their behaviours can be labelled in ways that are negative or stigmatising (such as challenging, manipulative or disordered). Strengths based, non-judgemental language reframes our views in a manner that fosters understanding and compassion, helping to empower individuals and reduce the stigma surrounding their experiences. [Appendix A](#) contains a list of links to resources that provide guidance about trauma-informed and inclusive language.

Across the organisation, a variety of terms are used to describe the diverse range of individuals who access support and services from Mission Australia, including participant, client, resident, young person, tenant and consumer. To reflect the diversity of the people that use our services, the term ‘service user’ will be used throughout this document when referring to these individuals.



We use the term “worker” to include Mission Australia’s paid employees, students, vocational placements, members of the Board and Board committees, volunteers and contractors.

Lastly, this TI Framework is built on the important distinction between *trauma-informed approaches* and *trauma-specific services*. **Trauma-informed approaches** are ways that

an organisation recognises and responds to the effects of trauma on individuals (service users or workers). The goal is to create an environment that minimises the risk of re-traumatisation through ensuring it is safe, supportive and empowering. Many aspects of a trauma-informed approach overlap with and reinforce more general principles of good care, including person-centred, strengths-based practice, recovery-oriented care, user centred design with people with lived experience and measures to prevent and manage employees' psychosocial risks.

Trauma-specific services are focused on treating trauma through therapeutic interventions involving practitioners with specialist skills. They include specific therapies such as trauma-focused cognitive behavioural therapy and other approaches such as stress inoculation, exposure, skills development, sensorimotor psychotherapy, and eye movement desensitisation and reprocessing.^{viii} Some Mission Australia services may deliver such therapeutic interventions, but this TI Framework has a broader scope.

For a comprehensive guide to key terms used throughout this TI Framework, please refer to the [Key Terms](#) section at the back of the Framework.

Trauma

The Blue Knot Foundation, a leading Australian organisation in trauma-informed practice, defines trauma as a state of high arousal resulting from an event or series of events where a person is or feels threatened, overwhelming their capacity to cope. It can have lasting adverse effects on the individual's functioning and their mental, physical, social, emotional and/or spiritual well-being.^{ix}

Trauma is “a state of high arousal resulting from events where a person is or feels threatened, overwhelming their capacity to cope”

Trauma doesn't affect everyone in the same way. Certain experiences are traumatic for some people and not for others. The ways in which trauma affects a person depends on a variety of factors such as how old they were when experiencing the trauma, how long the trauma lasted for, the frequency and severity of its occurrence, how people responded to them during and after the trauma, their own personality, strengths and resources, and previous experiences of trauma.

Intersectionality is “a framework for considering how multiple components of an individual’s identity combine to impact their experience of discrimination and oppression”

Understanding intersectionality is essential for a trauma-informed approach. Intersectionality highlights that individuals can face multiple forms of oppression (race, gender, class, etc.), which combine to create an interconnected system of disadvantage.^x This leads marginalised groups to experience trauma differently from those in dominant cultural groups.^{xi} Recognising these forms of oppression in service and care delivery settings is essential to support healing and resilience by making all people, inclusive of their identities and experiences, feel safe.

Our Trauma-Informed Approach

The trauma-informed approach has become a widely recognised strengths-based way to create safe environments for individuals who have experienced trauma and minimise their risk of re-traumatisation. This is achieved^{xii} when organisations:

- recognise the possibility that anyone – service user or worker – may be impacted by trauma in some manner;
- recognise the impact and the signs and symptoms of trauma;
- identify pathways for recovery;
- apply the six principles; and
- respect and model the eight commitments.

Please refer to the Logic of how the principles and commitments apply to the Framework in [Appendix B](#).

Mission Australia's values align closely with trauma-informed principles. Both prioritise respect, diversity, dignity and the empowerment of individuals, particularly those who have experienced adversity or trauma. Mission Australia's commitment to holistic, person-centred support mirrors the trauma-informed approach's emphasis on safety, trust and collaboration, ensuring that individuals feel heard, valued and supported on their journey to recovery. Both approaches seek to reduce re-traumatisation and foster environments where healing and resilience can flourish.

MA Organisational Value	Trauma-Informed Principle	Definition
Compassion	Choice	We are sensitive, understanding and caring in our service of all people. We see people as unique individuals who may have experienced extremely abnormal situations and have managed as best they could.
Integrity	Safety	We are honest and transparent in our work and relationships and are accountable for our performance. We recognise that systems have power, and misuse or abuse of power can be re-traumatising.
Respect	Trustworthiness and Respect for Diversity	We treat people with respect, recognising them as they are and always offering compassionate support. We are strengths-based and see people as resourceful and resilient. We recognise and appreciate people's differences and foster inclusivity. We respect everyone's right to autonomy and self-determination.
Perseverance	Empowerment	We are dedicated to serving and helping people to overcome their challenges, no matter how hard it is. We empower others, get inspired, and work together to create hope for the future.
Celebration	Collaboration	We readily celebrate the efforts and successes – large and small – of the people we help, our workers, supporters and colleagues. We remain hopeful and believe people can heal and recover.

Components of the Framework

Trauma Informed Competencies

Trauma-informed competencies are a set of skills, knowledge and behavioural attributes that enable an individual to recognise, understand and respond to the effects of trauma in others. These competencies are crucial for creating safe, supportive and empowering workplaces and other environments, particularly in community services, where the prevalence of trauma is significant. The competencies acknowledge that every member of the workforce has a part to play in ensuring that Mission Australia is trauma aware, and trauma informed.

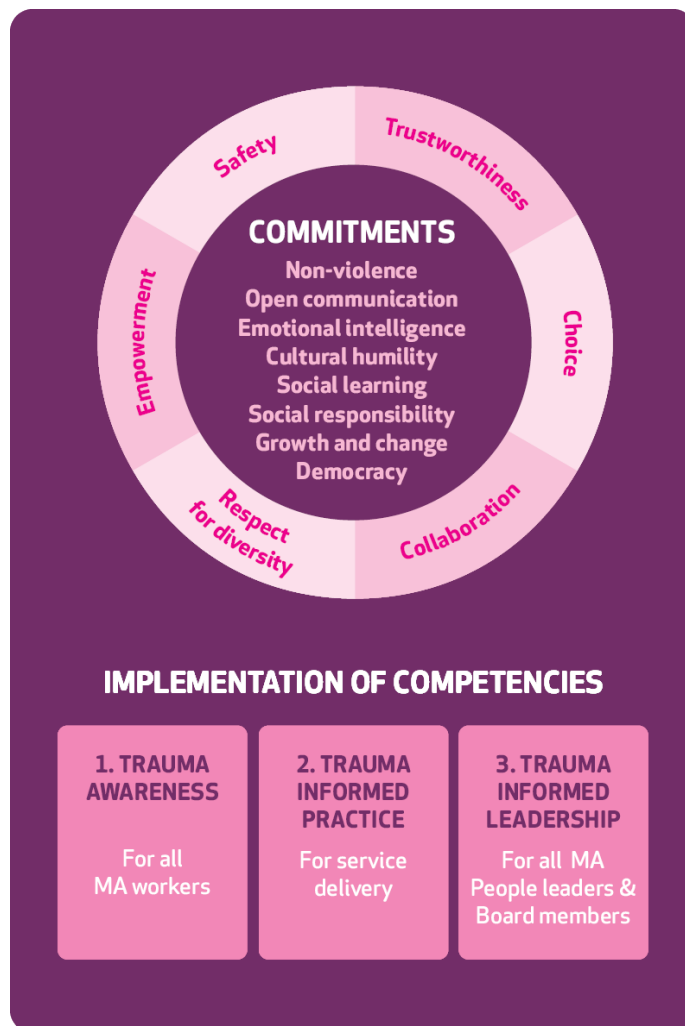


Figure 2. The Trauma Informed Competency Domains

This document is a guide for staff to achieve trauma-informed competencies, through training and other methods. The goal is for each worker to reach the required level for their position and, to support this, the competencies are segmented into three domains:

1. Trauma awareness
2. Trauma-informed practice
3. Trauma-informed leadership.

1. Trauma Awareness

Implementing a trauma-informed approach means building and maintaining a safe organisational culture. Organisational culture is driven by every member of an organisation, regardless of where they work. Trauma awareness is the minimum level of trauma-informed knowledge and skills required by all workers at Mission Australia

regardless of role, to support and influence workplace culture. This includes an understanding of trauma, chronic stress and adversity, its prevalence and how it can impact our community.

Trauma Awareness
<p>We are aware that trauma, adversity and chronic stress...</p> <ul style="list-style-type: none">• are universal human experiences that are not rare or uncommon• can impact the brain, body and behaviour• can result in vicarious trauma, compassion fatigue and burnout• can impact us personally, but self-care can protect against these impacts• have intersectional dimensions, and this can impact how marginalised people experience trauma and seek support. <p>We strive to behave in ways that include:</p> <ul style="list-style-type: none">• being self-aware and practicing self-reflection• cultural humility by being open to learn how to achieve cultural safety• non-violence by being physically, emotionally, socially, ethically, spiritually and culturally safe• emotional intelligence by managing our emotions, so we don't hurt ourselves or others• democracy by sharing decision making in appropriate ways• open communication/radical candour by using language which is respectful, non-judgemental and honest• social responsibility by being accountable for our behaviours and decisions• social learning by encouraging people to learn from each other, their experiences and their mistakes• growth and change by believing individuals, groups and systems can grow and heal

2. Trauma Informed Practice

Trauma-informed practice is how service delivery workers apply trauma informed knowledge and skills in their interactions with service users. Trauma-informed practice applies to workers who are in direct and regular contact with individuals (adults, young people and children) affected by trauma and who are responsible for providing support to them. This competency domain applies to the overall service as well as to individual workers, and thus needs both frontline workers and their managers and leaders to be trauma informed.

Trauma Informed Practice

Our services strive to...

- understand service users' exposure to adversity and/or trauma
- apply this knowledge in service delivery where appropriate
- encourage service users to actively participate in decision making where appropriate
- understand how to best respond to pain-based behaviours (e.g. emotional dysregulation, aggression, avoidance, substance use, distress, suicidal ideation) using compassion, that avoids blaming and shaming
- share knowledge and skills with service users where appropriate regarding stress management and self-care practices
- emphasise service user choice and control over their own recovery journey where possible and appropriate
- use trauma-informed language in all documentation and interactions
- engage in reflective practices by giving and receiving constructive feedback.

3. Trauma-Informed Leadership

Trauma-informed leadership is an approach to people management and leadership that recognises that many workers have experienced some form of trauma in their lives and that trauma can affect their behaviour, emotions and ability to function effectively in the workplace. The competencies within this domain detail the knowledge, skills and attributes needed for people leaders to create and sustain a trauma-informed organisational culture and build resilient teams that are better equipped to navigate challenges, adapt to change, and maintain motivation during times of adversity. These competencies apply to Mission Australia's people leaders and Board members.

Trauma Informed Leadership

Our leaders...

- drive a workplace culture that prioritises the physical, emotional, social, spiritual and cultural safety of the organisation and teams within it
- strive to create environments that promote healing, growth and resilience
- role model and support the giving and receiving of meaningful feedback and reflective practice
- ensure MA teams are engaged in consistent and meaningful supervision
- understand the role of power and how it impacts workers and service users
- understand and role model behaviours that are consistent with trauma-informed principles and values.

Implementing the Framework

Using the Competencies

A key component of building organisational capacity for embracing a trauma-informed approach is professional development and training. The Trauma Informed Competencies above specify the skills and knowledge required to work in a trauma-informed manner.

People leaders can use the Trauma-Informed Competency Self-Assessment Tool ([Appendix C](#)) to assess the competency level of their staff. It can be used for appropriate roles as part of supervision, professional development goal setting and/or the performance review process.

Additionally, the implementation of the Framework is supported by a plan to progressively embed trauma awareness, trauma-informed practice and trauma-informed leadership across Mission Australia through a combination of training initiatives, policy amendments, practice support and actions to create trauma-informed physical environments in line with contemporary evidence. The Practice Quality team will regularly report on progress made under the implementation plan.

Conclusion

Creating and sustaining a trauma-informed organisation can start by taking opportunities where simple yet impactful changes can be made. It is important to remember to celebrate the wins, no matter how small they appear to be. A truly trauma-informed organisational culture will not come about overnight, and this Framework marks the first step in Mission Australia's journey towards achieving such a culture, to be continuously built upon over time.

Key Terms

Adversity: highly stressful and potentially traumatic events or situations that occur throughout the lifespan. Adversity is a common human experience and can occur to anyone at any time.

Burnout: is a consequence of work-related emotional, mental, and physical exhaustion caused by excessive and prolonged stress. Burnout is defined by the presence of three primary features— exhaustion, cynicism, and reduced performance.

Compassion Fatigue: is defined as the overall experience of emotional and physical fatigue that social service professionals experience due to chronic use of empathy when treating people who are suffering in some way. Compassion fatigue can occur due to exposure on one case or can be due to a “cumulative” level of trauma.

Competency: the minimal knowledge, attitudes and skills required for delivery of trauma-informed practices while working with populations exposed to trauma, adversity and chronic stress.

Cultural Humility: is an approach to sociocultural differences that is “self-first.” It emphasises intersectionality and understanding one’s own implicit biases. This approach cultivates self-awareness and self-reflection, bringing a respectful willingness to learn to inter-personal interactions.

Resilience: the ability of individuals to navigate their way to the psychological, social, cultural, spiritual and physical resources that sustain their wellbeing, and their capacity individually and collectively to negotiate for these resources to be provided in culturally meaningful ways. Resilience is a combination of internal and external resources used to overcome adversity. Resilience will change over time, situation and circumstance.

Trauma Specific: interventions and strategies that are designed to account for and/or address trauma-related symptoms in individuals and groups.

Vicarious Trauma: also known as secondary traumatic stress, vicarious trauma is a set of observable reactions to working with traumatised people and mirrors the symptoms of post-traumatic stress disorder. Rather than the source of trauma emanating from an event directly, it comes to us indirectly.

Appendix A - Language Resources

[MA Learning from Lived Experience: A Framework for Client Participation](#)

The Learning from Lived Experience: Client Participation Framework shares good engagement organisational practices on how we can enable client input to design and deliver our services and use the tips and tools to support our client participation activities.

[MA Recovery Oriented Framework](#)

The Recovery Oriented Framework outlines our approach to recovery-oriented, person-led practice in all mental health service delivery models and use of recovery language which emphasizes self-determination and choice for individuals with lived experience, their families and supporters.

[Trauma Informed Language Tips](#)

By using these tips and speaking as though the person you are speaking about will hear or read what you say, we can incorporate a trauma-informed approach in all aspects of recovery.

[Recovery Oriented Language Guide](#)

A comprehensive guide to using trauma informed and strengths-based language in mental health support and recovery. Developed by the Mental Health Coordinating Council.

[Words Matter Resource](#)

Produced by the Australian Childhood Foundation, this tool provides suggestions for alternatives to negative words when representing children's experiences of trauma.

[Narragunnawali - A Guide to Using Respectful and Inclusive Language and Terminology](#)

A Guide to Using Respectful and Inclusive Language and Terminology when referring to, describing and conversing with Aboriginal and Torres Strait Islander peoples and communities.

[Respectful Language Guide](#)

Developed by the QLD Government. Department of Children, Youth Justice and Multicultural Affairs, this guide has been developed to assist staff to make respectful, conscious and insightful choices of words, terms and language.

Appendix B – The Eight Commitments & Framework Logic

The Eight Commitments are derived from the guiding principles of the Sanctuary Model, developed by Dr Sandra Bloom and her colleagues. These commitments are the values that lead our behaviours in a trauma-informed organisation, away from behaviours that are reactive and potentially harmful. The commitments are designed to be enacted in parallel with one another and should not override relevant legislation or organisational policy and procedure.

Commitment	Why do we do this?
Non-violence	Traumatised people/groups have often experienced violence as part of their trauma, either: physical, psychological, social and/or moral. This commitment attempts to give the opposite experience within the community.
Emotional Intelligence	Traumatised people/groups have often experienced insensitivity and disrespect regarding their behaviours or feelings. This commitment creates an environment in which community members understand the relationship between past experiences, emotions and behaviours and are able to respond and react to service users and each other with those relationships in mind.
Social Learning	Traumatised people/groups are often isolated to self-protect and can become engaged in repetitive patterns of thinking and behaviour. This commitment promotes collaborative thinking and problem solving to break dysfunctional and repetitive patterns through exposure to other's perspectives and ideas. It also mitigates the isolating effects of shame by viewing mistakes as positive learning opportunities.
Democracy	Many definitions of trauma include an overwhelming sense of helplessness during the event which can lead to learned helplessness in the future. Democracy requires active participation and empowerment in the service of replacing helplessness.
Open Communication/ Radical Candor	Secrecy is often a component of prolonged exposure to traumatic experiences (e.g. sexual abuse, parental alcoholism). This commitment creates a community that encourages expression of emotions and openly explores interpersonal and organisational issues. It is essential that open communication occurs in partnership with emotional intelligence and social learning.
Social Responsibility	Traumatised people/groups have often experienced injustice either during or in response to reporting a traumatic event. This commitment focuses on building a community in which people feel a sense of responsibility and care for each other and the group as a whole and in which people are held accountable for their actions.
Growth and Change	Traumatised people/groups can become paralysed by their experiences so that they continue to relive or repeat the past in ways that prevent healing or growth. This commitment presents a framework to evaluate current behaviours while focusing on the future by setting achievable goals and breaking dysfunctional patterns.
Cultural Humility	Cultural humility is an approach to sociocultural differences that cultivates self-awareness and self-reflection, bringing a respectful willingness to learn to inter-personal interactions. It emphasises intersectionality and understanding one's own implicit biases.

We know...

Trauma, stress and adversity are part of the human experience.

We are all vulnerable to the effects of trauma, therefore we must all understand these effects regardless of our role.

Healing from trauma, adversity and chronic stress requires all of us to understand and respond in ways that support recovery.



We strive for everyone interacting with our organisation to experience (the 6 Principles) ...

Safety

Choice

Trustworthiness

Respect for
Diversity

Empowerment

Collaboration



We achieve this by behaving in ways that demonstrate (the 8 Commitments) ...

Non-violence

Emotional
intelligence

Social Learning

Democracy

Open
Communication

Social
Responsibility

Growth
and
Change

Cultural
Humility



These behaviours are evidenced through...

Organisational commitment to this Framework

Leaders who model the principles and drive the commitments

Self-assessments which indicate workers are competent in trauma-informed approaches

Appendix C - Trauma-Informed Competency Self-Assessment

The Trauma-Informed Competency Self-Assessment is not a formal evaluation or certification process but has been designed for workers to self-evaluate their level of knowledge regarding trauma awareness, trauma-informed practice and trauma-informed leadership.

How to complete the tool

1. Read through each competency within the domain that is relevant to your role. Your role may necessitate that you complete more than one domain (see table 1).
2. Assess a score against each of the competencies. Note: Trauma-Informed Practice applies to your service, rather than the individual worker.
3. Calculate your average score for each relevant domain applicable to your role.
4. Share your results with your manager/supervisor and develop a plan to improve areas for development. This may include accessing on-the-job or external training, extra on-the-job guidance or coaching from a manager, further self-reflection or team-based reflections, etc.
5. Once the plan has been implemented, staff should re-assess themselves against the competencies to evaluate the impact the training plan has had on their level of knowledge and skill acquisition.

Table 1. Competency Matrix

Domain	All Staff	Frontline workers	People Leaders	Board Members
1. Trauma Awareness	√	√	√	√
2. Trauma Informed Practice (service level)		√	√*	
3. Trauma Informed Leadership			√	√

*Applies to People Leaders of Frontline Workers only.

Table 2. Competency Assessment Scale

Score		Definition
0	Not Applicable	Not applicable to the role.
1	Not Implemented (unaware)	I don't think this competency is relevant.
2	Not Implemented (aware)	The competency has not been met but I plan to work to implement it
3	Partially Implemented	The competency is partially implemented, and I will work to fully implement it
4	Successfully Implemented	The competency has been successfully implemented
5	Exceptionally Implemented	The competency has been exceptionally implemented

TRAUMA AWARENESS		
We are aware that trauma, adversity and chronic stress...	Score	Evidence
are universal human experiences that are not rare or uncommon.		
can impact the brain, body and behaviour.		
can result in vicarious trauma, compassion fatigue and burnout.		
can impact us personally, but self-care can protect against these impacts.		
Have intersectional dimensions, and this can impact how marginalised people experience trauma and seek support.		
We strive to behave in ways that include:	Yes/No/In progress	Action Plan
being self-aware and practicing self-reflection.		
cultural humility by being open to learn how to achieve cultural safety.		

non-violence by being physically, emotionally, socially, ethically, spiritually and culturally safe.		
emotional intelligence by managing our emotions, so we don't hurt ourselves or others.		
democracy by sharing decision making in appropriate ways.		
open communication/radical candour by using language which is respectful, non-judgemental and honest.		
social responsibility by being accountable for our behaviours and decisions.		
social learning by encouraging people to learn from each other, their experiences and their mistakes.		
growth and change by believing that individuals, groups and systems can grow and heal.		
TOTAL SCORE:		

TRAUMA-INFORMED PRACTICE		
Our services strive to...	Score	Action Plan
understand service users' exposure to adversity and/or trauma.		
apply this knowledge in service delivery where appropriate.		
encourage service users to actively participate in decision making where appropriate.		
understand how to best respond to pain-based behaviours (e.g. emotional dysregulation, aggression, avoidance, substance use, distress, suicidal ideation) using compassion, that avoids blaming and shaming.		
share knowledge and skills with service users where appropriate regarding stress management and self-care practices.		
emphasise service user choice and control over their own recovery journey where possible and appropriate.		

use trauma-informed language in all documentation and interactions.		
engage in reflective practices by giving and receiving constructive feedback.		
TOTAL SCORE:		

TRAUMA-INFORMED LEADERSHIP		
Our Leaders...	Score	Action Plan
drive a workplace culture that prioritises the physical, emotional, social and cultural safety of the organisation and teams within it.		
strive to create environments that promote healing, growth and resilience.		
role model and support the giving and receiving of meaningful feedback and reflective practice.		
ensure MA teams are engaged in consistent and meaningful supervision.		
understand the role of power and how it impacts workers and service users.		
understand and role model behaviours that are consistent with the trauma-informed principles and values.		
TOTAL SCORE:		

Endnotes

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**We stand together
with Australians in
need, until they can
stand for themselves**

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